









The Role of Education and Employment in Supporting Success

TRANSFORMATIONAL WORKFORCE DEVELOPMENT

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TRANSFORMATIONAL WORKFORCE DEVELOPMENT

OBJECTIVES

- Define transformational workforce development
- Discuss common barriers to employment retention
- Provide an overview of transformational strategies and principles
- Explore NIC resources and training opportunities

WORKFORCE DEVELOPMENT

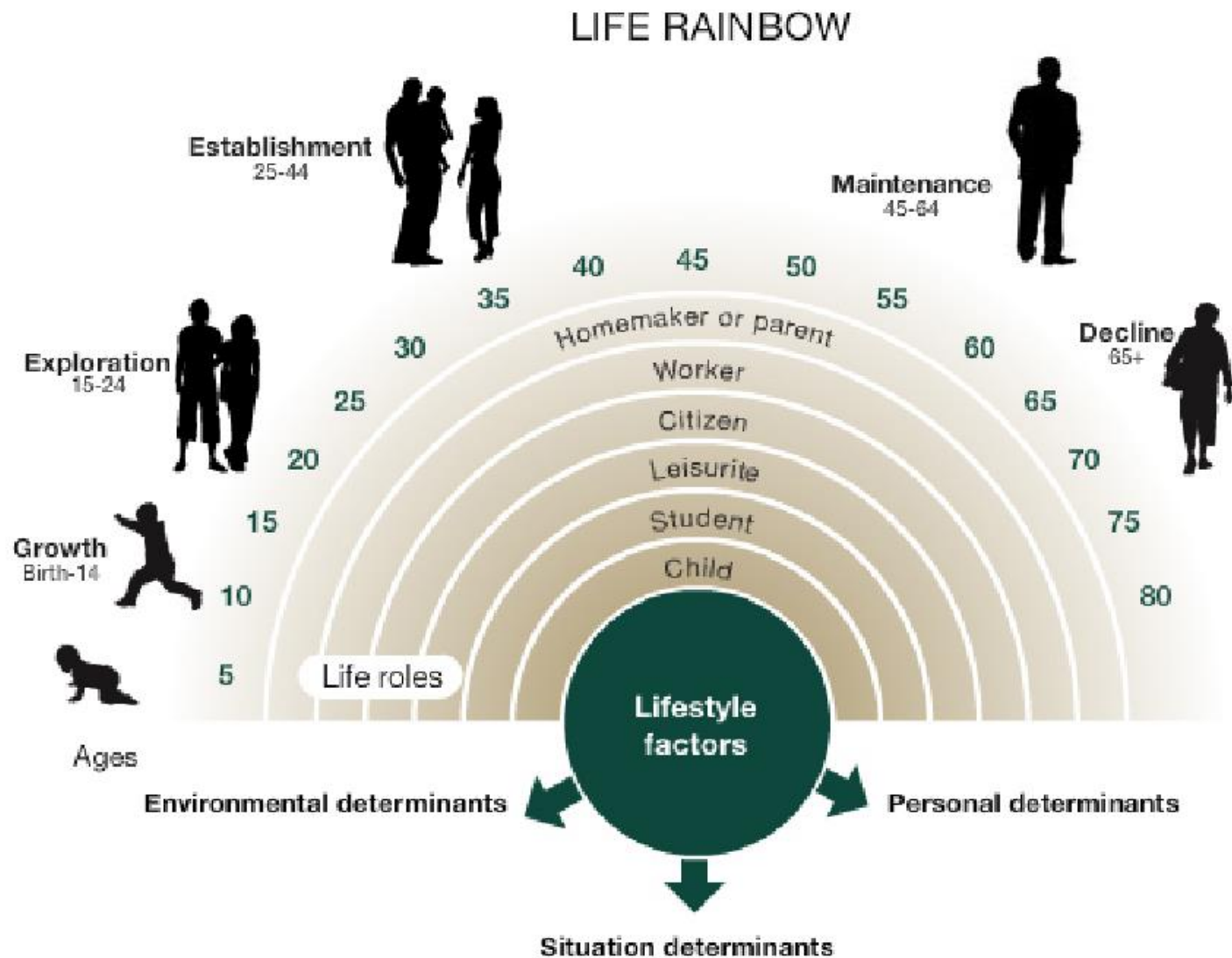
A holistic approach to address the emotional, educational and social barriers impacting sustained attachment to the workforce.



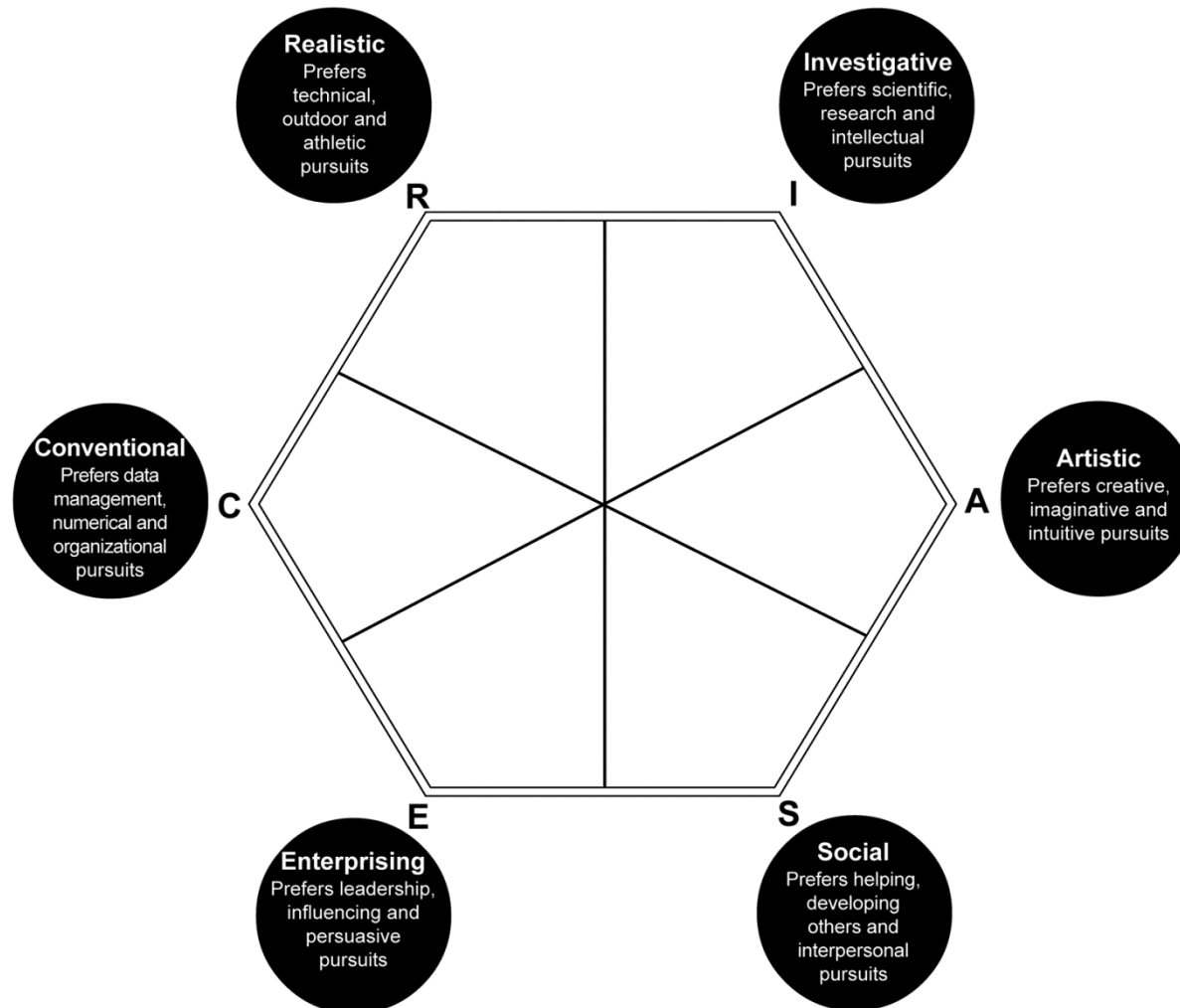
ACHIEVING REENTRY SUCCESS

- **Who am I?**
 - **Self concept**
- **What type of job should I consider?**
 - **Skills/abilities**
- **How do I get a job?**
 - **Tasks/steps**
- **How do I keep my job?**
 - **Problem Solving**

DONALD SUPER - Development Theory



JOHN HOLLAND - Career Typology



GAINFUL ATTACHMENT TO THE WORKFORCE

- ☐ Job Readiness

- ☐ Soft Skills

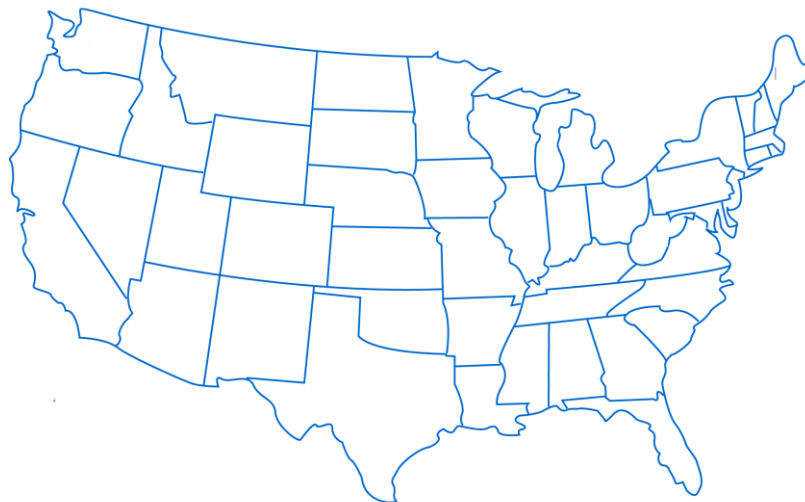
- ☐ Employment Retention

- ☐ Criminogenic Risk

JOB READINESS

- **Literacy**
- **Numeracy**
- **Soft skills**
- **Vocational training**

Collateral Consequences



<http://www.abacollateralconsequences.org/>

LABOR MARKET INFORMATION

Classify workers using Standard Occupational Classification

<http://www.bls.gov/soc>

<http://www.bls.gov/soc/2010/soc112022.htm>

Plan, direct, or coordinate the actual distribution or movement of a product or service to the customer. Coordinate sales distribution by establishing sales territories, quotas, and goals and establish training programs for sales representatives. Analyze sales statistics gathered by staff to determine sales potential and inventory requirements and monitor the preferences of customers.

INDUSTRY TRENDS/POSITION DESCRIPTIONS



<http://www.bls.gov/ooh/>



Administrative Services Managers



<http://www.bls.gov/ooh/management/administrative-services-managers.htm>

CAREER/LIFE RESOURCE CENTER



☐ <http://nicic.gov/library/023066>

- ☐ Inmate clerks
- ☐ Intra/internet accessibility
- ☐ Job search phone line

EMPLOYER INCENTIVES

FEDERAL BONDING

- [bondinghttp://www.bonds4jobs.com/state-coordinators.html](http://www.bonds4jobs.com/state-coordinators.html)

WORKFORCE TAX CREDIT

- [http://www.doleta.gov/business/incentives/opp tax/](http://www.doleta.gov/business/incentives/opp_tax/)

BEST PRACTICES

☐ Job Training

- ☐ Emulate the private sector
- ☐ Provide opportunity for performance based evaluations
- ☐ Provide pay incentives

☐ Validation of work history/experience

- ☐ Trade Association Certificates
- ☐ Certificates of Participation/Achievement



**FACE THEM
AND
PLACE THEM**

EVIDENCED BASED PRACTICES



EMPLOYMENT RETENTION

- **Antisocial attitudes**
- **Antisocial peers**
- **Substance abuse**
- **Impulsivity**
- **Inadequate work history/job skills**
- **Poor family connections**

ATTITUDES

- Is the offender responsive to feedback or advise
- Is the offender impulsive

PEERS

- Are their friends working
- Do the friends support the idea of being gainfully employed or working towards a training/educational goal

SOCIAL/FAMILY CONNECTIONS

- Does the offender have stable living arrangements
- Does the offender want to start assuming financial responsibility for their spouse...children

TRANSFORMATIONAL WORKFORCE DEVELOPMENT

- **Enhances motivation/increases positive change**
- **Increases awareness of individual strengths and weaknesses**
- **Challenges individuals to take greater ownership of their work**

TRANSFORMATIONAL WORKFORCE DEVELOPMENT

- **Focuses on communication**
- **Focus on thoughts, feelings and behaviors**

Motivational
Interviewing



Cognitive
Behavioral
Interventions



Reentry
Success

Cognitive-Behavioral Interventions

- **Impact/challenge values, attitudes and expectations**
- **Change thinking to change behavior**
- **Emphasize problem solving and decision making**

COGNITIVE BEHAVIORAL INTERVENTIONS (CBI)

- **Time limited**
- **Assumes people change because they think differently**
- **Collaborative effort**
- **Structured and directive**
- **Education model**
- **Rational thinking is based on fact**
- **Homework is important**

EVIDENCE BASED TRAINING

Thinking For A Change



- ☐ Increases self awareness
- ☐ Integrates cognitive restructuring, social skills, and problem solving skills
- ☐ Examines thinking, feelings, beliefs, and attitudes.

MOTIVATIONAL INTERVIEWING

A collaborative, client-centered form of guidance used to elicit and strengthen motivation for change.

MOTIVATIONAL INTERVIEWING

- **PRINCIPLES**

- **Express empathy**
- **Develop discrepancy**
- **Roll with resistance**
- **Support offender strengths**

- **SPIRIT**

- **Autonomy/Support**
- **Collaboration**
- **Evocation**

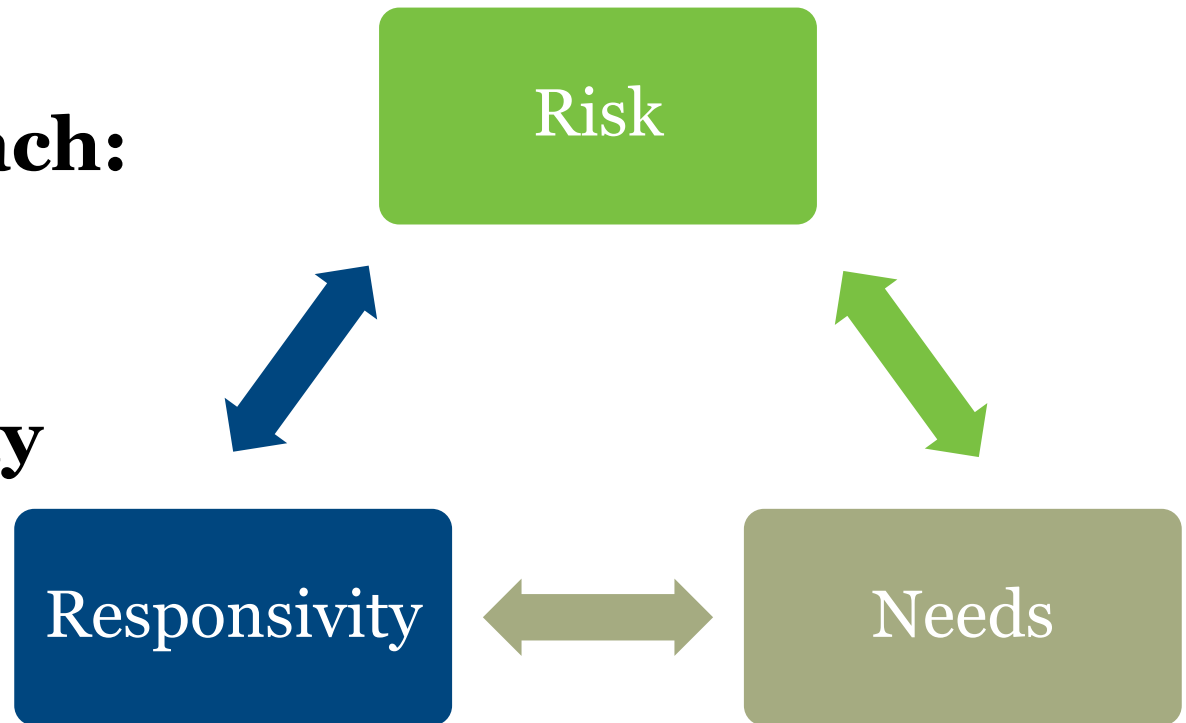
BASIC TECHNIQUES

- **Open-ended questions**
- **Affirmations**
- **Reflections**
- **Summaries**

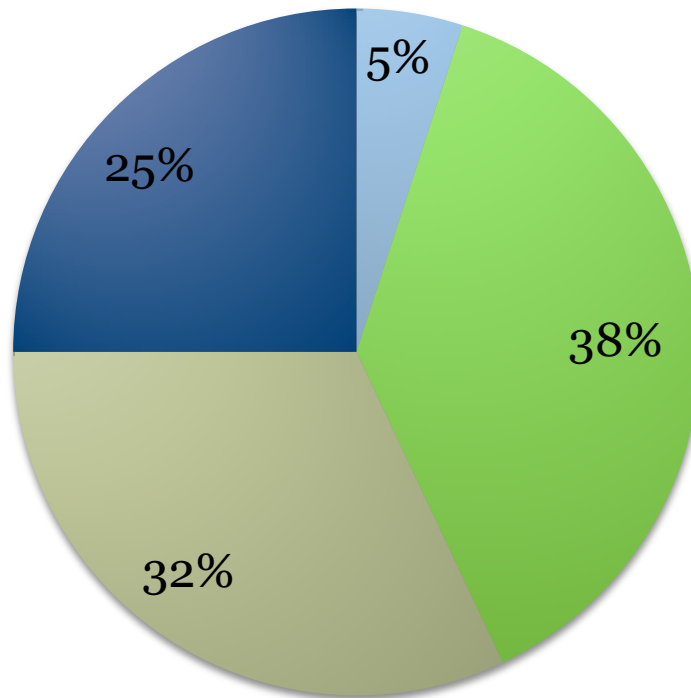
RNR Model

Triage approach:

- Risk
- Needs
- Responsivity



Multi-generational Workforce



- Traditionalists
- Baby Boomers
- Generation X
- Generation Y

Age Group



Multi-generational Workforce

TRADITIONALISTS	BABY BOOMERS	GENERATION X	GENERATION Y
			
1922-1945	1946-1964	1965-1978	1979-1997
Grew up in a "do-without" era	Grew up in a healthy economic era	Grew up in an era of distrust for national institutions	Grew up in an era of financial boom
Believes in hard work and sacrifice	Tend to be optimistic	Tend to be cynical, pessimistic	Used to instant gratification
Uncomfortable with change	Often defined by job	Comfortable with change	Comfortable with multitasking
Dedicated	Team-Oriented	Self-Reliant	Tech-Savvy









Employment Retention Inventory

Instructions: Please circle a response for each of the items. If you do not understand an item, leave it blank and discuss it with your counselor. None of the possible response choices are illegal or place you at risk for violating probation or parole. Please answer honestly.

IN THE PAST MONTH...	Does Not Apply	Applies A Little	Applies Somewhat	Definitely Applies
Barriers				
1.....Family issues make it hard for me to get to work.	0	1	2	3
2.....I have transportation problems getting to my job.	0	1	2	3
3.....I don't have a stable place to live.	0	1	2	3
4.....My injuries or health problems interfere with work.	0	1	2	3
5.....My race affects me negatively in my workplace.	0	1	2	3
6.....My age is a serious barrier at my job.	0	1	2	3
7.....My gender affects me negatively in my workplace.	0	1	2	3
8.....Other problems in life are more important than my job.	0	1	2	3
Stress				
9.....My supervisor does not like me.	0	1	2	3
10.....I am not getting the respect I deserve at my job.	0	1	2	3
11.....I am angry or upset a lot while at work.	0	1	2	3
12.....I wonder if my job is worth the trouble.	0	1	2	3
13.....My life is too stressful because of my job.	0	1	2	3
Time Management				
14.....I tend to be late for the start of my job.	0	1	2	3
15.....I forget when I have to be at work.	0	1	2	3
16.....I find that at times I come back late from breaks.	0	1	2	3
17.....I leave my job early sometimes.	0	1	2	3
18.....I got a written or verbal warning for being late.	0	1	2	3
Family and Friends				
19.....My friends and family do not have jobs.	0	1	2	3
20.....I feel like I'm the only one who has to work.	0	1	2	3
21.....People I hang out with don't care about a job.	0	1	2	3
22.....My friends don't understand why I go to work.	0	1	2	3
23.....My friends pull me away from my job.	0	1	2	3

Please complete other side of questionnaire.



RE-ENTRY **PRE-ENTRY**

PRE-ENTRY



**COLLABORATION
IS THE KEY!**

COMMUNITY OF PRACTICE



REENTRY EMPLOYMENT SERIES

- **Employment Retention: Principles And Practices**
 - 'What Works'
 - Collaboration
 - Career Assistance/Theory
 - Introduction to evidence based interventions
 - Assessments
- **Employment Retention: Criminal Justice System**
 - Triadic Relationship (Bandura)
 - Collateral Consequences/Realities
 - RNR model for workforce development
 - Case Management > Self Management